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**ANNUAL REPORT of 2006**  
**&**  
**PLANS for 2007, 2008, 2009**

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## A - ANNUAL REPORT of 2006

### ***1. German Marshall Fund Donation***



<http://www.gmfus.org/balkantrust/>

The second year of Analytica was the year of improving its capacity building. Analytica established contacts with the institutions in the region, and made plans for future projects. In this context, it is very critical to mention that with the donation of the Balkan Trust for Democracy of the German Marshall Fund of the United States we set up the map of activities that we should do for the year of 2006. With the grant of the Fund, Analytica improved its capacity and established fully functioning office. Also, supplies that are required for an office such as PC's, notebooks, copiers, fax machines, scanners, and printers were provided with this grant. It is worth mentioning that this grant has had a critical importance in enabling Analytica to pursue its activities.

### ***2. Balkan trip of our members (1 May – 5 May 2006)***

Taking into consideration the focus of Analytica's activities, its members think that it is very important to know the Balkan region very well in order to promote relevant policy recommendations for the development of the region. For that reason, Analytica's staff made a Balkan trip by visiting Serbia, Montenegro,

Croatia, Bosnia and Herzegovina, and Albania. Members attending the tour reported that it was really good experience for everyone to better understand the region and thus identify and seek solutions to its problems. The experience from these trips will help Analytica's staff to express the needs of the region in a proper manner.

### ***3. Conferences attended by our members***

It is policy of Analytica that it supports and promotes its members that they should frequently attend and participate in international and regional events. It is believed and further accepted that these events will serve for promoting ideas and projects of Analytica's members in order to have policy impact of its outputs. Some of the conferences that our members have participated include:

- Workshop on Human and Societal Dynamics - Activities of NATO Science Committee in PfP Countries of western Balkans, - Ljubljana, Slovenia, 29 May 2006 (presentation of Analytica on "NATO's role in human and societal development: the case of multiculturalism in Macedonia").
- An arena for young politicians in the Euro-Atlantic area, 16 - 17 June 2006, Belgrade (speech of Analytica on how can the Atlantic Association of Young Political Leaders be a tool for promoting political dialogue in the regional level?).
- Woodrow Wilson Centre and International Policy Fellowship conference on Policy Perspectives of wider Europe, Washington DC, USA, June 2006.
- LSE/KCL European Foreign Policy Conference on European Security: New Perspectives, London, UK, 30 June – 1 July 2006 (Analytica presented a paper on EU's security and defence policy and stabilisation of the western Balkans)

- CURBING POLITICAL CORRUPTION - Anticorruption as Revolution, Sinai, Romania, 12-15 October 2006 (presentation of Analytica on the pillars of political integrity).
- Security Sector Reform in South East Europe - from a Necessary Remedy to a Global Concept", Cavtat, Croatia, 5-8 October 2006 (Analytica submitted a report on Intelligence Sector Assessment and Defence Sector Assessment in Macedonia).
- ECPD International Conference on National reconciliation and ethnic tolerance in the Balkans - Belgrade, Serbia, 27-28 October 2006 (Analytica presented paper on Progress in National Reconciliation in Macedonia)
- From Stability to Integration: South Eastern Europe Taking Ownership of the Regional Co-operation Agenda, Skopje, Macedonia, November 2006 (public debate organized by Konrad Adenauer Foundation - Skopje and Stability Pact for South Eastern Europe)
- Human Resources Development Fund Management Summit, Skopje, November 2006.
- Balkan mosaic conferences of Atlantic Treaty Association in Sofia and Skopje, November 2006.

#### ***4. Launch of the Decentralization Report***

Analytica published a brief of the Decentralization process of Macedonia on 30 August 2006. This brief was disseminated to the decision makers domestic and regionally. It was analyzing whether the implementation of the decentralization process was successful at that moment. It was noticed that from the aspect of transferring the authority to local municipalities it was mainly done. However, in

term of transferring the financial authority there were still problems. Also, in terms of the use of the construction land there are still works to be done.

This brief warned in a way the authorities about the things to be done in the process of decentralization.

Link of the brief: <http://www.analyticamk.org/files/ReportNo2.pdf>.

### ***5. Internship Activities***

- Analytica invited interns from Macedonia and abroad to pursue professional experience in its projects and research activities. The first term for interns was held from October – December 2006 period. There were two residential interns one from Macedonia and the other from Sweden (Agim Selami and Daniel Engstrom). Also, there were twenty non-residential interns from abroad. These interns were given a task to do research on certain fields and their studies were evaluated and directed by Analytica's staff. Internship programme will continue to be held 4 times a year, for which interested students and graduates can apply. For more information on Analytica internship programme please see <http://www.analyticamk.org/>.

### ***6. Mavrovo Retreat***



In order to improve its capacity and discuss the activities of Analytica, its staff has decided to have a retreat in Mavrovo on a monthly basis.

In this retreat Analytica's strategy and future activities are discussed. Members are doing presentations on some important topics that they think that other members should be trained about.



### ***7. Networking with other institutions***

Beginning from 13 November 2006 Analytica has participated in the consultation and coordination meetings with other think tanks in Macedonia. The think tanks in the country hold regular meetings in which different issues are discussed and areas are sought for further cooperation between these institutions. Analytica has accepted to be host of the meeting to be held in February 2007. Also, Analytica is trying to establish cooperation with other think tanks in the region. Related to this, a study visit was made to Bulgaria visiting the country two most prominent think tanks, including Centre for Liberal Strategies (CLS) and Institute for Regional and International Studies.

## B - PLANS for 2007, 2008, 2009

### *Introduction*

This is a document setting down the concrete programmes and projects to be conducted by Analytica with clear benchmarks for policy outputs. This **Three Year Planning Document** (herewith, the **Planning Document**) is the strategic document for the work of Analytica. It is established for a three year rolling period, with flexibility for annual reviews. It draws upon already established programmes and projects of Analytica and it reflects overall policy objectives. The priorities set out in this document serve as a picture of the work to be conducted by Analytica in 2007, 2008 and 2009.

The overall objective of the Analytica programme in the coming three years (January 2007-December 2009) is to contribute in the successful implementation of the reform agenda and European integration processes in the country. The goal is increasing the research capacity of Analytica in order to be able to enhance its policy research and analysis capabilities.

Building on past and ongoing Analytica's programs and projects, **Policy Research** (to be reflected in various products) will be the core activity of Analytica in 2007-2009 with the aim to prepare the country for European integration.

In this context, Analytica's programme for the period 2007-2009 is thus concentrated on three levels: vertical, horizontal, and cross cutting.

Vertical programme is to look into following areas:

1. EU approximation
2. EU integration advocacy
3. Public administration reform and Governance
4. Decentralization
5. Trade and Investment
6. Education Policy
7. Energy, and
8. Regional Cooperation



Horizontal level looks into providing sustainability to the research and organizational capacity of Analytica through:

1. Lecture series
2. Rapid Reaction Forces mechanism
3. Fellowships/Internships
4. Conferences/Seminars, and
5. Journal

Cross cutting programmes are to consider projects aiming to advance the PR agenda of Analytica.

In 2007 we will mainly focus on four of our vertical programmes (Decentralisation, EU approximation, Public Administration and Governance and Regional Cooperation). These are to be the priorities for the year 2007. Other vertical programs are medium term programmes that are also partly to be covered in the year 2007.

## ***1. Assessment of Analytica priorities and objectives***

### **1 – Introduction**

Analytica representing a new generation in Macedonia with experience in academia, business and government, provides necessary support to the reform agenda and overall process of European integration of the country.

### **2 - Objectives of programmes and projects**

Analytica aims to produce policy relevant knowledge about policy options for the top policy priorities on the government agenda well in advance, which through dissemination and communication is made readily available for decision makers and wider public for discussions of policy options. The aim is to raise sensitivity of both government and stakeholders of the policy options to be chosen for a particular policy area. Analyzing and identifying policy options, communicating recommendations to governmental decision makers, advances better understanding of socio-political problems facing the country.

### **3 - Overview of past and ongoing projects of Analytica**

Analytica provides quality research on the issues ranging from foreign affairs, public administration, public policy, to economic and educational reform, but with a clear focus on European integration. The outputs include reports, briefs, memos, conferences, website tools, etc. These outputs are going to be disseminated to media outlets (TVs, newspapers, journals) in order to make the audience aware. The target groups of these outputs include specific audience from local to national, to regional, European and international level through distribution to thousands of email addresses and mailing groups. In addition, specific efforts are made to reach out to academia and think tank world, nationally and internationally.

Analytica with its policy research also pursues a policy advocacy aiming to provide necessary support to the policy priorities on the reform agenda and overall process of European integration of the country. It provides strong policy analysis and research voice on the wider reform processes. It also channels the minority support in the achievement of the strategic goals of the country.

#### **4 – Research and Project strategy for the period 2007-2009**

Given government administrative reform agenda, Analytica's goal is producing, disseminating, and utilization of information related to top policy priorities of the government of the Republic of Macedonia. This is not to exclude other governments of the region of Southeast Europe and internationally through means of making information available to them as well.

The following section will present project by project the strategy for the period 2007-2009, including also benchmarks and expected impact from Analytica's policy efforts.

## ***II. Vertical programmes***

### **1. Programme I – EU approximation**

#### **1.1. Objectives**

European integration, a top domestic and foreign policy priority of Macedonia is reflected in the country's Strategy for European Integration of 2005 and in the Ohrid Framework Agreement of 2001. The integration into the EU structures is a transformational source for Macedonia and wider of the region of Southeast Europe. It is major issue that shapes the reform agenda in the country and wider in the region. The process is – understandably - not a smooth one. It is rather unsurprising that the process is facing significant challenges. The capacity of the central and local governments is limited from lack of necessary 'policy information'. Lack of necessary tools that will provide information and analysis for the overall European integration agenda and its sub-components continue to be major obstacles on the country's path to full membership in EU. In this context, Analytica intends to continue to provide necessary support to the process of European integration of the country.

#### **1.2. Major areas of work**

Given the candidate status of the country, EU approximation programme is aimed through policy research in supporting the country's efforts to come closer to the EU structures. In this context, the programme will be consisted of monitoring the European integration of Macedonia through continuous policy research and analysis.

The programme will consist of continuous monitoring and research on the rapprochement of the country towards the EU structures. It will look into the assessment of the country's ability to assume the obligations of EU membership. The programme will monitor the country's efforts to follow the recommendations identified in the European Partnership document of the European Commission. Thus, the focus of the programme will be on the country's efforts in adopting the *acquis communautaire*.

#### **1.3. Type of activities to be undertaken**

EU approximation programme is to be implemented using a combination of tools. Work will be done in principle through conferences, seminars, lectures, on the one hand, and reports, newsletters, policy briefs on the other, as well as the dissemination of information and analysis through various Analytica outlets including its web site ([www.analyticamk.org](http://www.analyticamk.org)). We will focus on monitoring the

action plan of Macedonia for 2007 that they have submitted to EU and we will analyse whether the authorities have fulfilled their plans. This analysing (monitoring will be publicised in our newsletter) and will be disseminated to the decision makers. From this action plan we will choose to monitor and analyse certain activities. Where appropriate, this will be supplemented by other outputs. The publications will be disseminated to a wider audience in the country, region and internationally, and Analytica website will be regularly updated and expanded.

#### **1.4. Expected results and benchmarks**

The programme will help to address the priorities of the country on its path to EU. Given the complexity of the EU approximation, results are expected in medium term. Nevertheless, it is expected that the programme helps to better understand the priorities awaiting the country's actions in EU approximation.

## **2. Programme II – EU integration advocacy**

### **2.1. Objectives**

Access to the relevant information, can provide both EU and Macedonian audience, with new information and tools that they can apply in the every day life and contribute to improved image of Macedonia. New resources can also help the policy-makers, experts and others who are working on the issue of European integration and western Balkans to master new knowledge that can be useful in their work towards the European integration of Macedonia and other countries of the western Balkans.

### **2.2. Major areas of work**

The programme will try to cover the gap that exists with the lack of necessary tools providing necessary information, analysis and lobbying on Macedonia's path to full membership in EU. By providing information on the issues that are dominant in the process of European integration of Macedonia, the programme will seek to provide necessary support to the European integration of the country. The programme aims to provide a single stop of sources for the EU and Macedonia, with particular focus to provide better image of it to EU audience. In this context, the special attention will be paid to the importance of the integration of Macedonia for overall peace and stability in the continent.

The programme directly addresses the objectives of the "Public information and communication strategy on the European integration process of the Republic of Macedonia" in having public support to the integration process of the Republic of Macedonia in the EU by demonstrating to the wider publics of the EU Member States that Macedonia and its citizens have accepted the importance and are ready for the accession in the EU.

### **2.3. Type of activities to be undertaken**

The programme is to be implemented using a combination of tools. Work will be done in principle through the launch of special website labelled as EnlargeEU and email based newsletters. In this website we will inform about the reforms implementation in certain areas. Type of things the website is going to include: newsletter of monitoring the actions of the government with regard to EU priorities; necessary information on EU, Macedonia and overall European integration process; Legislation; Press Reports; Report and analyses; EU Enlargement briefings that will be distributed to the members of e-mail list of Analytica; Special section where visitors can lobby with standardized letters to

the relevant policy makers of EU and of its member countries. Where appropriate, this will be supplemented by other outputs.

#### **2.4. Expected results and benchmarks**

Considering the current European integration agenda of Macedonia, characterized by the efforts of national authorities to implement the priorities set by the EU, the implementation of the project will assist in the better preparation of the national authorities who will be in charge of managing the different segments and components of the European integration agenda. Taking into account the nature of the activities, the project will contribute to the better representation of the reform efforts of the country in the various segments of the EU: its institutions, media, academia, think tanks, and wider public.

### **3. Programme III – Public administration reform and governance**

#### ***3.1. Objectives***

Necessary legislation as well as policy and strategy documents in the case of Macedonia for public administration reform have already been developed and are being implemented. What is needed is making the government and other stakeholders to move beyond normative and formative part; towards exploring practical aspects of public administration reform.

#### **3.2. Major areas of work**

Low level of information utilization on policy-making process shows a divide that exists between two communities: community of researchers and institutions (information houses) and the community of government (politics). Through this project, Analytica aims to produce policy relevant knowledge about policy options for the top policy priorities on the government's public administration reform agenda well in advance, which through dissemination and communication will be made readily available for decision makers and to wider public for discussions of policy options. The aim is to raise sensitivity of both government and stakeholders of the policy options to be chosen for the governance reform. Public administration reform as such is very wide agenda and therefore the Government needs to move towards the prioritisation of the reform agenda items within the field.

#### **3.3. Type of activities to be undertaken**

In the line of overall activities of Analytica, i.e. policy research, among activities to be undertaken in the programme includes producing policy issue papers,

policy briefs and reports on public administration and governance reform. In this regard for next year we plan to produce four reports that will be directly related to this subject. Among the issues to be covered include assessments on aligning budgets to policy priorities; review of the staffing needs of the government departments and units in line with *acquis* requirements; recommendations of improving coordination and policy alignment across ministries; and developing appropriate benchmarks to measure progress in the implementation of the public administration reform agenda.

### **3.4. Expected results and benchmarks**

In addition to the specific results expected through policy research work, a core benchmark in this regard would be enhancing the understanding on the level of reforms needed for aligning the public administration with the requirements of the EU integration process.



## **4. Programme IV – Decentralization**

### **4.1. Objectives**

Decentralization process, launched in 2005, although not completed yet, is transforming Macedonia's governance system. It is transforming the functioning of the municipalities and the system of cooperation between the central and local governments. It is providing stabilization, democratization and European integration of the country. In sum, it is changing the country. As a reflection of this process, Analytica will witness on the track record of the so far results of the decentralization process.

### **4.2. Major areas of work**

Analytica looks into the issue of decentralization in order to promote the idea of local government development at the state level in order to make the government of the country to devolve responsibilities further into local level with the aim to tackle the structural problem of local development.

### **4.3. Type of activities to be undertaken**

Under Analytica's management, several sequenced local government activities are to be implemented paving the way for the consolidation of the decentralisation process. This is to include mainly policy advice through relevant publications and events to the Ministry of Local Self-Government and other members of the Decentralization Working Group, coordinating the decentralization process in the country. The aim is to enhance voice of the think tank world in the process of the transfer of competences. Priority is given to monitor the decentralisation process in the different areas of competence. In this context, we will do a study on Gostivar's case of decentralisation and its implementation. It will be a study on finances (budget), and governance. We will publish this study in four different reports (briefs) and make a contribution by distributing a report of Gostivar's decentralisation track record. Also through press conferences and seminars, we will ensure the relevant audience to take into consideration our studies.

### **4.4. Expected results and benchmarks**

The decentralization process is far from complete. Tremendous tasks still lay ahead in providing for the appropriate legal framework, training of the relevant staff, ensuring appropriate (financial) oversight and ensuring the financial sustainability of the municipalities. Significant assessment and policy guidance seems warranted, a need to be covered by the work of the project. The research is expected to increase awareness for the operationalisation of the

concept of local development in Macedonia; development of national strategy for local development that will include information on municipalities, resource base of the local economies, geographical location, investment climate, and other relevant information on the local economy or economies; and to establish a sustainable tool that will function as an index in continuously measuring the development of the municipalities that can be labelled as "local governance index".

## **5. Programme V – Trade and Investment**

### ***5.1. Objectives***

Facilitation of trade and investment is a key for Macedonia's economic progress and thus a basis for it to be able to enhance its potential in sustaining market economic pressure coming with the EU integration process.

### **5.2. Major areas of work**

Trade and investment are the two main sources and drivers of the growth. In this areas legislation and policies need to be addressed through the research of instruments and focus areas. There are many technical, institutional and infrastructure related issues that deserve a specific attention of policy research and advice. In order to improve trade and the external economic situation of the country, it is necessary to better understand possibilities for facilitating trade and to help increase better understanding on how to strengthen the country's administrative capacities for formulating and implementing a comprehensive trade policy and to enhance the regulatory framework for trade, focusing on priorities established by the WTO, the SAA and bilateral trade agreements.

### **5.3. Type of activities to be undertaken**

Conducting research and subsequently producing reports and other publications in the areas of trade and investment will be the main activities of the programme. In the field of the trade, it will specifically look into implementation of the various Preferential Trade measures in a number of areas, such as: free trade agreements, rules of origin, and standards and certification for the establishment of an effective institutional framework for quality standards and certification. In the field of investment, the programme will study infrastructure situation (including transport, energy, local infrastructures, water and environment). Also, it will do a study for FDI, on how it is improving in Macedonia and recommend some necessary steps for having successful implementation of investment attracting policies, which is expected to look for ways on how to have large corporations invest in Macedonia and thus decrease the unemployment.

### **5.4. Expected results and benchmarks**

The present programme will aim to advise the government to direct its priorities in investing on regional facilitation for trade and investment. The aim is to contribute to the overcoming of weak trade and investment capacities and providing a better investment climate to foreigners.

## **6. Programme VI – Education Policy**

### ***6.1. Objectives***

Almost half of the population in the country (49.39%) and about 42% of unemployed has not gone beyond primary education. The enrolment ratio for primary education is high, which is reflected in relatively high literacy rates. However, insufficient investment during the last two decades has had a negative impact on the overall education quality and relevance and the participation rate in higher education is still relatively low. The percentage of early school leavers was about 32% in 2002. The share of university graduates in the labour force is about 15%. There is then a need for raising skills and for adult education, currently under-developed. Educational programmes have become outdated and there is a mismatch with respect to labour market needs. Unemployment rates among secondary school-leavers are then high and job search periods long. The difficulties in the labour market have resulted in an increase in the number of students and also in the emigration of the highly educated ones.

### **6.2. Major areas of work**

The programme will provide review and assessments and thus policy recommendations on the value of investing in human capital. Major areas to be looked at will include on how to modernise the educational and training system, how to enable access to quality education for ethnic communities, and on developing adult education and lifelong learning. We will try to provide necessary analyses for the benefit of decision makers, including the Ministry of Education, for having successful educational reform.

### **6.3. Type of activities to be undertaken**

In the line of overall activities of Analytica, i.e. policy research, among activities to be undertaken in the programme includes producing policy issue papers, policy briefs and reports on education reform.

### **6.4. Expected results and benchmarks**

A key expected result is the acquisition of understanding of the priorities and challenges in the field by specific policy research interventions. The other expected result is to support policy development in the education and training fields.

## **7. Programme VII – Energy**

### **7.1. Objectives**

Preliminary assessments show that Macedonia and wider the region of the western Balkans is expected in coming years to rehabilitate the energy sector in order to improve the supply of electricity to homes and businesses. Throughout the region, the energy sector suffers from a history of under-investment and low standards of maintenance. District heating systems have suffered similar problems to the power sector with lack of maintenance in investment. The signature of the Energy Community Treaty for South East Europe in Athens in October 2005 marked an important milestone in the process of creating a regional energy market.

### **7.2. Major areas of work**

Analytica is to provide analysis to the energy needs of the country. It will provide comprehensive analysis of the relevant institutions, including independent energy regulators, separate electricity transmission, system and market operators, and to the policy makers in the Ministries in the country and wider in the region. It will also review possibilities offered by the potential of establishment of the regional market through the Energy Community Treaty.

### **7.3. Type of activities to be undertaken**

Energy programme is to be implemented using a combination of tools. Work will continue to be done in principle through conferences, seminars, lectures, on the one hand, and reports, newsletters, policy briefs on the other, as well as the dissemination of information and analysis through various Analytica outlets.

### **7.4. Expected results and benchmarks**

Providing assessment of real difficulties in the energy sector and policy recommendations for enhancement of the energy potential of the country and wider in the region will serve to the purposes of the facilitation of the trade and investment.

## **8. Programme VIII – Regional Cooperation**

### ***8.1. Objectives***

Regional cooperation is a key tool in fostering peace, democracy, respect for human rights and economic prosperity in order to achieve stability in the whole region of the western Balkans. In the course of 2007-2008, the Stability Pact will be phased out. During this period, its operations will be streamlined and regional co-operation activities will be gradually undertaken by a future regional set-up with increased local ownership (Regional Co-operation Council).

### **8.2. Major areas of work**

As major restructuring is ongoing of the regional cooperation framework in the region, a need has arising to reflect upon the policies of the governments of the region towards the future framework of the regional cooperation.

### **8.3. Type of activities to be undertaken**

The work will be to provide an analysis of the views of the governments of the region on the upcoming restructuring of the regional cooperation process. Proposed Activities include assessment of the so far success of the Stability Pact and prospects for the upcoming Regional Co operation Council. We will try to cover the fields of making trade easy, and look for review of possibilities for cross border cooperation and trade. We will publish two reports and have a conference on regional cooperation in 2007. Also, one of our staff will write a column on this issue in a paper. Lecture series we also include issues relevant to regional cooperation.

### **8.4. Expected results and benchmarks**

Expected Results include increasing the voice of the region in future regional cooperation structures and thus increased ownership by the region towards the new regional coordination structures.

### ***III. Horizontal programmes***

#### **1. Objectives**

The overall goal of the horizontal activities to be undertaken is increasing the research capacity of Analytica in order to be able to deliver sustainable policy research and analysis. The need for enhancing the research capacity is particularly important as there is considerable gap between the organizational resources of it on the one hand and the requirements implied by the growing demand for more work of it as a result of a growing importance of the reform agenda and the European integration process, on the other. The goal is to provide infrastructure for policy researchers of Analytica to construct, produce and manage country-wide and regionally, and internationally.

#### **2. Major areas of work and type of activities to be undertaken**

A. Lecture series: The objective of the series of lectures is to bring relevant authorities in this field and to provide the opportunity of discussing the issues of EU integration of Macedonia and Regional Co-operation in South-East Europe that serve as a national strategic objective of Macedonia in getting into EU structures. It is widely perceived that organizing such an event (series of lectures) will have positive effects in terms of making the public more knowledgeable and aware about the integration of the Republic of Macedonia in the EU structures and its role in Regional Co-operation in South-East Europe. Also, getting into NATO structures and providing guidance to Macedonia in its transition and improvement of democratization process are the aim of the lectures. It is also strongly accepted that organizing such a process will lead to furthering of the efforts in improving the political, economic, and social environment in Macedonia. The process will bring different opinions about how to make the reforms fast in the relevant fields. The topics to be addressed throughout the lectures will include, depending on the profiles of lecturers, including issues of economic reforms, educational reforms, combating organized crime, human rights, security, public administration reform, governance and institution building, employment, environment and all other relevant issues that are very much related to the regional co-operation in South-East Europe and thus to the integration of Macedonia in EU and NATO structures. It is particularly important that relevant experts on regional co-operation and on EU and NATO will be invited with the aim of holding effective and workable lectures. It is expected that the participants know the region and its structures as well. This knowledge of the region by the lecturers will serve as a basis for

forming “constructive” judgments, opinions, recommendations and predictions to the decision makers in the region. The lectures aim to bring selected group of individuals from the region and abroad when they visit the country. The participants will include: international experts, representatives of state institutions, international organizations, diplomatic missions, international research institutions and think-tanks, press/media, independent experts. The lectures are planned to take place once a month in average and will be open to public by invitation only. It is planned that these lectures are going to be published in the form of report via Internet on the website of Analytica ([www.analyticamk.org](http://www.analyticamk.org)) and with publication of printed report. Also, we plan to make available on the web life the lectures, so that every interested person can watch it anytime. The lectures will be posted on the website of Analytica regularly within the month in which the lectures are being held. At the end of the series of lectures, that is, at the end of the year the lectures will be printed in a book format and distributed to the wider audience.

B. Rapid Reaction Forces mechanism: Analytica operates with an innovative and flexible approach by using “Rapid Reaction Forces” (RRF) concept. Based on their areas of interest and past experience, each RRF is carefully structured to meet the requirements of a specific project. RRF are assigned key responsibilities to develop and operate short- and long-term research programs and projects. It is a network consisting of a number of policy makers, specialists, experts, NGO representatives, and business leaders in Macedonia and wider in the region of Balkans and they are grouped according to their experience and interests in various lots (including public administration, foreign policy, justice and home affairs, and others). When need arises, they are called in to contribute to the work of “Analytica” in various areas under its research agenda. The objective with RRF is to establish a durable network of individuals and organizations committed to assisting Macedonia in its way to EU. This hallmark approach allows “Analytica” to remain flexible and responsive to a changing national, regional and international circumstance, and changing trends in the areas of its expertise and experience.

C. Internships/Fellowships: Another activity that is being aimed to be implemented in the grant period (2007-2009), as we have already done in 2006, to offer fellowships to young graduates and internships to students. Currently in the period of October-December 2006, there are 24 students from Macedonia and abroad who work as interns at ‘Analytica’ on various assignments. Out of these interns three are residential with full time internship at the Analytica’s



office in Skopje. Other interns act as non-residential working via distance module. The goal of these internships is to provide policy research environment to the interested students and help them to become the successor generations of the work of Analytica and other think tanks in Macedonia and abroad. We believe that by doing so, they will acquire the capacity of doing analytical studies and research wherever they are engaged in their future career.

D. Conferences and seminars: Besides regular events and local conferences, large international conferences have been agreed to be organized with funding to be provided by NATO Science Committee and Institute for Strategic Studies-Ljubljana on organized crime (planned to be held in February 2007) and with Wilson Center/Niarchos Foundation on Euro-Atlantic integration (expected to be held in April 2007). In addition, series of other conferences are planned to be held. The participants to these conferences and lectures are going to be relevant experts in the region and wider and printing of results of the conferences/lectures are planned in order to make the results accessible wider to public.

E. Journal: The plan is to publish a widely available journal (twice a year). The context of journal will cover mostly the issue of EU integration and recent improvements in Macedonia. Journal will be subject to call for papers. Journal is not expected to be high academic but rather it is supposed to be more practical and policy oriented.

### **3. Expected results and benchmarks**

Below mentioned results are expected to be achieved through horizontal programme activities that are to have a positive impact on the achievement of the goal of strengthening the research capacity of Analytica. The specific needs of having sustainable organization is expected to be better catered for in such an establishment:

- Building up a knowledge and capacity for long term strategic planning, function-driven and resource-based management within Analytica;
- Institutional capacity of 'Analytica' able to fulfil its roles and responsibilities in providing information and analysis for the reform agenda;
- Sound communication channels between 'Analytica' and its 'beneficiaries' (the governmental organization, international organizations, media, civil society organizations, citizens, municipalities, and others) with a view to

promote implementation of best practices and improve the quality of the reform efforts;

- Enhanced capacities of 'Analytica' to successfully develop and implement policy research and advocacy work through full time research fellows and administrative staff dedicated to the achievement of goals set.

#### ***IV. Cross Cutting Programmes***

The major cross cutting programme will be to provide timely, accurate, and useful information to the wider public that are congruent with the vision, mission, and goals of Analytica. The work is to be done to support and enhance the work of Analytica by disseminating the relevant information through the means of information. It is to achieve this through drafting briefing & information materials; maintaining the relevant sections of the website of Analytica; organizing press conferences, events, project launches; maintaining regular contact with local media and press; seeking platforms, partnerships and other innovative ways of communicating the work.